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3 FEB 1966

66-528

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Staffing Complement Changes Proposed by Director,  
Office of National Estimates

REFERENCE : (a) Memo for Exec Dir-Compt fr D/NE dtd  
7 Jan 66, no subj -66-78

(b) Memo for Exec Dir-Compt fr D/NE dtd  
7 Jan 66, subj: Reclassification of  
the Job of the Executive Officer, ONE  
66-77

1. This memorandum contains two recommendations submitted for your approval. Such recommendations are contained in paragraph 5.

2. In the referenced memorandum (a) the Director, Office of National Estimates requests three additional GS-16 positions of Regional Area Staff Chief be approved so that each of the seven Regional Area Staffs may have a supervisory position of equal grade. In referenced memorandum (b) the Director, ONE requests the reclassification of the job of Executive Officer, ONE to GS-17. The positions in both these proposals have been discussed with the Director, ONE and his representatives and extensively compared with existing and proposed positions in ONE and elsewhere in the Agency.

3. Regarding the Regional Area Staff Chief proposal, while this Office believes that seven GS-16 individuals may not be required at any one time for adequate staffing, from a classification standpoint GS-16 classification of the positions is warranted. Tab A reflects in more detail the job data considered and comparisons made, including specifically ORR, OSI, and OCI (see paragraph 7 of Tab A).

4. In the matter of the upgrading of the Executive Officer, there have been no changes in the job since it was established at GS-16. Considering its job content and by comparison with related Agency positions, this Office does not feel upgrading is warranted. Tab B reflects in more detail the factors leading to this conclusion.

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5. It is recommended that:

- a. The Director, ONE's request for three additional Regional Area Staff Chiefs at GS-16 be approved.
- b. His request for reclassification of the job of Executive Officer, ONE to GS-17 be disapproved.

/s/ Emmett D. Echols  
Emmett D. Echols  
Director of Personnel

Attachments: a/s

CONCUR:

SIGNED R. L. Bannerman

7 FEB 1966

R. L. Bannerman  
Deputy Director  
for Support

Date

The recommendations contained in paragraph 5 are approved.

/s/ L. K. White

11 FEB 1966

L. K. White  
Executive Director-Comptroller

Date

Distribution:

0 - Return to D/Pers  
1 - ER  
1 - OP/PMCD  
1 - D/Pers (w/held)  
2 - DD/S  
OP/PMCD/ (3 Feb 66)



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Approved For Release 2003/04/18 : CIA-RDP80B01676R000500170046-1

## ADDITION OF THREE GS-16 POSITIONS IN ESTIMATES STAFF, ONE

1. The Director, ONE has requested recognition of seven Area Staff Chief positions, each at GS-16.
2. This office initially recommended approval of five Area Staff Chiefs established at GS-16 in 1962. In 1964 one of these positions was deleted to provide for reassignment of a ceiling authorization to the Office of the Deputy Director for Intelligence.
3. Beginning in 1963 changes in organization based upon changes in work volume, areas of emphasis, and consumer requirements took place without corresponding changes in grade structure:
  - a. The Latin America-Africa Area became:
    - (1) The Latin America Area
    - (2) The Africa Area
  - b. The Eastern Europe Area became:
    - (1) The Soviet Military and Technical Area
    - (2) The Soviet Area (non-military)
4. Production of National Intelligence Estimates has risen from approximately 50 to 70 annually in the past five years. The Director, ONE states that three GS-16's in addition to the four presently established are necessary for most effectively dealing with the increased workload and changes in world situations, USIB requirements, the DCI's interests, etc., as reflected in the current Area subdivisions of the Regional Staffs.
5. The present and proposed structure and professional staffing needs are as follows:

| <u>Areas</u>                     | <u>Positions</u>                                   |
|----------------------------------|--|
| a. Far East                      | (one incumbent detailed out)                       |
| b. Soviet Military and Technical | (one incumbent at Imperial Defense School, London) |
| c. Latin America                 |  |
| d. Near East                     |  |
| e. Soviet (non-military)         | (one incumbent detailed out)                       |
| f. Western Europe                |  |

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(This includes two positions (GS-15 and GS-14) the Budget Division, OPPB, informally states have been approved in the 1966 budget and one position (GS-16) stated to have been approved in the 1967 budget. None of these three have been formally requested for establishment on the Staffing Complement.)

There are three GS-16 incumbents on the current Staffing Complement, one of whom is attending [redacted] On his return, his place will be taken by another GS-16 for a year.

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6. Historically, the top positions in the present Regional Areas were graded at GS-15 when ORR Division Chiefs and some OSI Division Chiefs were allocated at GS-15. In 1962 the Regional Area Chief grades were established at GS-16, the same level to which both ORR and OSI Division Chief grades were advanced in 1962 and earlier years.

7. Regional Area Staff Chiefs in ONE have been graded at GS-16 because of their directing and participating in the preparation, drafting, coordination, and review in draft form of National Intelligence Estimates, including reviewing and utilizing the contributions of USIB agencies as a basis for Estimates drafts. When Estimates are approved by USIB, they are viewed at highest government levels as the coordinated estimates of the Intelligence Community on the subjects with which they deal. Division Chiefs in ORR and OSI are graded at GS-16 because they direct the work of highly-graded specialists in economic, scientific, and engineering fields in intelligence production of a speculative-estimative nature, largely departmental, though they produce some basic and current intelligence. In OCI Division Chiefs are generally graded at GS-15 because they direct intelligence reporting of current events on a daily basis by relatively smaller groups of analysts who are not required to have the specialized and relatively scarce qualifications of ORR and OSI analysts nor to engage in speculative-estimative reporting. While the worker grades in ORR and OSI are higher, the larger number of supergrades established and proposed in OCI indicate that office has not been deprived of an equitable share of them. The ONE Regional Area Staff Chiefs are considered among the upper third of the GS-16's in the DD/I area, stronger than most of the NPIC and OBI and all of the OCR, DCS, [redacted] CGS, O/DD/I, and OCI positions established or proposed at GS-16.

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8. Because the numbers of Regional Areas and personnel assigned have varied, and currently only three GS-16 incumbents are assigned to the four GS-16 positions already allocated, this office believes that in terms of personnel utilization seven GS-16 Chiefs may not be required. However, from the standpoint of classifying the jobs, there is no way of distinguishing among the seven Chief positions which are identical except for Area, and no way of allocating the same job responsibilities at differing grades. Accordingly, from a classification standpoint, this office considers the proposed jobs warrant GS-16.

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**S-E-C-R-E-T**

**Estimates Officer, Estimates Staff, (Regional Area)  
Office of National Estimates**

**I. SKILLS:**

Competence in the analysis, interpretation, and forecasting of political, social, economic, military, and cultural developments and actions in the foreign area of regional concern.

Knowledge of current U.S. intelligence programs with particular emphasis on their relationships to production of National Intelligence Estimates (NIE's) on the area of regional concern.

**II. RESPONSIBILITIES:**

Provides intelligence opinion and advice, for use at highest governmental levels, on intelligence estimates pertaining to the area of regional concern.

Plans, directs, administers, and participates in the drafting of the Area NIE's, including review and analysis of data on USIB agencies' contributions, and the formulation of intelligence judgments and forecasts based on such data.

Develops and recommends Office and Agency policies concerning the production program for NIE's on the area of regional concern.

Serves as chairman of ad hoc inter-agency working groups dealing with substantive and operating problems in production of NIE's/

**III. DECISIONS:**

Subject to the general policy guidance of the Chief, Estimates Staff.

In the area of regional concern, makes judgments on what will happen, based on facts reported by USIB contributors to NIE's.

Substantively reviews drafts of NIE's pertinent to the area of regional concern to assure the soundness and quality of their content and methodology.

Participates, through inter-agency conferences, in the formulation of production targets for estimates on the area of regional concern.

**IV. CONTACTS:**

Frequent personal contacts with:

High level intelligence officials of CIA and other USIB agencies to coordinate intelligence estimates production, exchange ideas and information on developments in the area of regional concern and resolve reporting and related problems.

Top Agency and USIB officials to provide intelligence opinion, advice, and estimates.

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Approved For Release 2003/04/18 : CIA-RDP80B01676R000500170046-1

**The Executive Officer, ONE**

1. This Office cannot substantiate the reclassification of the Executive Officer, ONE to GS-17.
2. The Director, ONE has confirmed the accuracy of the current description and indicated the job has not changed since it was established at GS-16 in 1963. The Executive Officer is the Office focal point for liaison with representatives of foreign intelligence services and for dealing with release of Office intelligence production. Such responsibility is found in other DD/I areas and OSI positions at grades ranging from GS-13 to GS-15. The Executive Officer is responsible for procedures affecting liaison, coordination within and outside the Agency, and internal office administration and directs the work of the Administrative Officer GS-12 and her subordinates in administrative fields supporting the substantive work of the smallest Office (70 positions) in the DD/I area. In other DD/I Offices, where positions range from approximately [ ] with correspondingly larger volumes of more varied and difficult administrative support problems, the Administrative Officers range from GS-13 to GS-15. 25X1
3. Within the Agency there are no positions above GS-16 at the Office level with responsibilities comparable to those of subject position. Some Agency positions concerned primarily with executive and administrative support are established or proposed at GS-16 at the Office or equivalent level (NPIC, Office of Security, Office of Communications, and a number of Support Staffs in DD/P Area Divisions and TSD), but the volume, variety, and difficulty of administrative work in these significantly larger and more complex components are so much greater as to preclude subject position's comparison as an equal.
4. Based on the foregoing, in comparison with related established or proposed supergrade positions and with executive officers in GS-14 and GS-15 positions in DD/I area Offices and OSI, and giving credit for management work affecting considerable coordination and liaison outside the Agency, this job is one of the weaker GS-16 positions in the DD/I area.
5. In view of these considerations, there is no basis in job content or comparison with related work in other Agency positions for classification support of the upgrading of subject position.

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**Executive Officer, Office of National Estimates**

**I. SKILLS:**

Knowledge of Agency and USIB intelligence programs and projects, with emphasis on the development and coordination of National Intelligence Estimates and related materials.

Knowledge of management principles, practices, and techniques involving appraisal, development and modification of office operating procedures, those affecting coordination and liaison with other agencies and foreign liaison representatives, and management of personnel.

Ability to monitor, guide, direct, and coordinate the provision of optimum management and procedural support to the timely accomplishment of the Office mission of coordinating and producing National Intelligence Estimates.

**II. RESPONSIBILITIES:**

Monitors, guides, and directs internal office operations designed to effect and support the timely accomplishment of the substantive work of the Office. This involves planning, implementing, and coordinating judgments and decisions in the fields of personnel, training, career development, administrative services, and publications management.

Serves as the focal point for Office liaison with representatives of foreign intelligence services and for dealing with USIB release of NIE's to foreign governments.

Assures effectiveness and continuity in management of coordination within and outside the Agency and in internal office administration by implementing existing procedures and planning and developing modifications as appropriate, or new procedures when new requirements arise.

Represents the Office in the conduct of briefings on the organization and its work.

Represents the Office in a variety of standing and ad hoc committees of the DD/I, the Agency, and USIB.

**III. DECISIONS:**

Subject to policy guidance from the AD/NE:

Determines the adequacy of procedures and management mechanisms for supporting and accomplishing the substantive work of the Office within and outside the Agency, and the necessity for their modification or expansion.

Makes the day-to-day management and office operational judgments that free the AD/NE and DAD/NE for their substantive work in relation to the development of NIE's and their consideration by the National Estimates Board.

**IV. CONTACTS:**

Personal contacts with Agency and USIB intelligence production directors and managers, with respect to the coordinating and procedural aspects of NIE production; with opposite numbers and other committee members on various Directorate, Agency, and USIB committees, to present the Office position on intelligence information requirements, publications, vital materials, etc.; and with liaison representatives of foreign intelligence services to exchange or arrange for the exchange of substantive and procedural information.

Ref  
Memos

7 January 1968

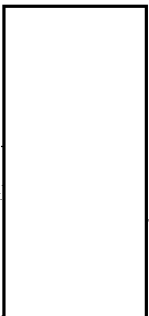
MEMORANDUM FOR THE EXECUTIVE DIRECTOR-CONTROLLER

Cleared in principle with the D/DCI today.

1. Allocation of three additional GS-16 slots for the O/NE Staff (not to be confused with the three additional Board of National Estimates slots approved by the D/DCI and you a couple of days ago).

2. Further alteration of the O/NE T/O to raise one GS-13 slot to GS-15.

3. Recap.:

| <u>Grade</u> | <u>Present T/O</u>   | <u>Proposed T/O</u> |
|--------------|--|---------------------|
| 16           |  | 3                   |
| 15           |  | 2                   |
| 14           |  | 2                   |
| 13           |  | 5                   |
| 12           |  | 3                   |

Should permit slotting at this grade for each of our 7 staff chiefs.

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SHERMAN KENT  
Director  
National Estimates

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66-77

January 1976

MEMORANDUM FOR THE ASSISTANT DIRECTOR-OPERATIONS

SUBJECT: Reclassification of the job of the  
Executive Officer, O/AS

1. The above job is currently classified as GS-16.  
I request that it be reclassified to GS-17.
2. In the event of a negative decision on administrative grounds, I earnestly request that the present incumbent, Joseph Seltzer, be promoted to GS-17 as a Personal Staff Assignment.
3. In justification I offer Mr. Seltzer's outstanding performance in handling the delicate and complicated personnel and administrative matters associated with the management of an office which operates towards the top of the intelligence production pyramid.

BREYMAN HUNT  
Director  
National Estimates

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